

D R A F T
23 Dec 75
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*Final of this memo
prepared by Mr. Colby
and sent out from his
office 2 days in advance
of DDs receiving their
copies of the reports.*

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Senior Executive Career Service Panel

SUBJECT : FY 76 Annual Personnel Plan

1. The review of the FY 76 Annual Personnel Plan is now completed and copies of the Consolidated Report and the Career Service Comparative Charts are forwarded for your information and individual analysis. The overview of personnel planning in the Agency provided in this report is of significant interest in a number of areas, and I recommend that you have similar Subgroup analyses and comparative charts prepared, with continued monitoring of the planning being done in order to evaluate the achievements and continued adherence to the objectives of your Career Service. In some instances, Subgroup goals can be achieved only with the strong support of the Career Service.

2. While we can always hope to do better, the achievements for FY 75 and the goals for FY 76 are generally satisfactory. The Agency projection for On-Duty-Strength for 30 September 1976 appears to pose no problems though some of the Career Services project an ODS in excess of their CSGA. This is a matter which will require attention. The lateral entry for GS-12 and above personnel did not meet the Agency goals though several Career Services exceeded their individual goals. I would like to see all the Services take advantage of the opportunity that lateral entry at these higher grade levels offers for obtaining new insights, different experiences and varied viewpoints, all of which

can benefit the Career Service and the Agency. The Personnel Development Program related data listed in the APP cannot be judged without the final FY 76 PDP submissions, which I understand are considerably delayed. The figures given, however, appear to be minimum in relation to the areas concerned, and I ask that you insure proper attention is given to the development of your middle level officers (GS-13 - GS-15) identified in PDP, to include appropriate assignments with increasing responsibilities, as well as consideration for developmental tours, and for mid and upper level executive and management training courses.

3. Among other items in the APP report which give me concern are the following and I ask that every effort be made to improve both the goals and the achievements.

a. Conversions to Professional Status

The figure for internal conversions to professional status remains high in comparison to the total professional input programmed. I believe this is an area of great importance in the personnel management process, and strongly recommend, for the benefit of the Agency and of the individual employee, that personnel in these categories be carefully screened to insure they possess the necessary capabilities and talents for the development required for a professional performance of at least the middle grade level.

b. Rotational Assignments

The rotational assignments of professional personnel need more attention from senior management. The Agency average for intra Career Service rotational moves is 5.7%, and the numbers is considerably bolstered by heavy DDO movement. Apart from the DDO, I believe numbers can be increased. As I recall, comments have been made

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that the intra Service rotational movement is more productive and meaningful than inter Career Service assignments; if so, it would seem appropriate that this number be larger. The achievements and goals for inter Career Service movement are also low. The Agency goal for FY 75 given in the FY 75 APP was only 2% of the total professional ODS. The achievement for FY 75 was 1.7% and the same percentage has been established for FY 76. The benefits of rotational tours for the individual and for a Career Service are considerable, and I ask again that every effort be made to increase the number of such assignments, both intra and inter Service.

c. Personal Rank Assignments

The FY 75 APP reported some small success in reducing the number of then existing long-term PRAs. This year you will have noted the report format was greatly expanded, and we find the new data required has provided statistics of some concern. The PRA is a management tool designed to support the competitive promotion system and to provide an administrative mechanism allowing for developmental assignments in lower grades without penalty to the individual and for needed flexibility in certain overseas assignment situations. Because of the averaging factor, the information on the consolidated Agency PRA report becomes homogenized with approximately two staff years for each PRA. Analysis of the individual reports, however, provide data to which I feel management must address itself. The abuse of the system is in the extending of the PRAs beyond the original date and often the original purpose, and in the two grade PRA situations. Attached to your individual copies of this memorandum are lists of some of the PRA situations cited in your APP

reports which I feel should be personally reviewed to determine their need and to establish a date when proper assignments can be arranged.

d. Equal Opportunity Statistics

While the On Duty Strength for Women and Black professional personnel increased in FY 75 over FY 74, the FY 75 goals were not achieved, though some Services were only a few numbers short. The identification of the Asian American and Hispanic groups continues under review, but the indications are that the FY 74 On Duty Strength for the two groups is exceeded in FY 75 by eleven. I am aware of the time and effort put into EEO activities and believe that Agency management is doing and will continue to do the best job possible in recruitment and appointment. The goals for FY 76 appear reasonable with the exception of the Hispanic increase which may be unrealistically high in the DDS&T. The massing of the EEO professional populations in the grades below GS-13 should gradually spread out as the promotion goals are achieved. Goals for all promotions, except for Asian American Technical personnel, a very small group, exceed the current On Duty Strength for the respective groups. The grade distribution also probably accounts for the small number enrolled in the management and executive training courses. Equity for these groups of employees will not be accomplished, however, without unremitting attention by managers.

e. Fitness Reports

There is a continuing "rating creep" in the Fitness Report evaluations which must be controlled. Over 70% of the ratings given in all the Career Services except the DDI and the E Service are "Strong." "Strong" is not an average performance, and to use this rating so freely

penalizes the individual whose performance truly merits the evaluation. I suggest the Services review the Fitness Report guidelines and issue instructions which will reverse this trend, emphasizing the "Proficient" by the definition on the report form is a completely satisfactory rating. It is not derogatory and is much more likely to reflect the average performance level in the Agency. The experience of the DDI in providing guidances to its managers and supervisors is worth noting, resulting in a more realistic relation between "Proficient" and "Strong" ratings in the Fitness Reports for that Service.

4. The annual review of personnel and the identification of persons judged to be marginal in performance or surplus to the needs of the Career Service is an important factor in determining personnel replacement needs. In today's environment of stringent and declining personnel ceilings, failure to identify such personnel and to take appropriate action further limits the Agency's input of young people with excellent growth potential. While a report of marginal or surplus personnel is not presently included in the APP, the identification process must be a part of the personnel management reviews required for the APP reports. I wish to emphasize my concern that this review and determination be made in a thoughtful, considerate and consistent manner. It must be a continuing process, not one implemented only when the Agency or a Career Service is over ceiling. It is to the benefit of the Agency and the individual that such a determination be made early in a career rather than at a time when the person has been promoted beyond competence, can no longer be carried in a non productive status and termination becomes a hardship, monetary and emotional. It is essential that the evaluation of an individual's performance and value to the Agency be properly and completely documented throughout a career.